

# News Letter

AMERICAN MANAGEMENT  
ASSOCIATION

20 Vesey Street

New York, N. Y.

No. 31.

July 15, 1926.

## **Management Research Methods and Qualifications**

The Board of Directors has decided to organize a committee on "Management Research Methods and Qualifications" the purpose of which is to stimulate an interest in and growth of, and to provide adequately for the discussion of scientific method in management investigations as distinguished from experience, results or art, and to afford some means of encouragement through professional recognition for those who are competent users of scientific methods of investigation in the management field and especially those who have made substantial contributions to the fund of knowledge by the discovery of new methods of investigating management problems.

## **Office Executives' Conference**

A one day conference of the Office Executives' Division will be held at the Hotel Statler, Cleveland on Monday, October 11th just preceding the Autumn Convention. Topics for the program include:

1. Methods of Computing and Charging Costs of Office Operations.
2. Statistical Analysis of Office Personnel Records.
3. Attendance in the Office, with Special Reference to Health.

## **Autumn Convention**

"Budgeting Technique" will receive the attention of the members at the regular Autumn Convention at Cleveland on Tuesday, October 12th at the Hotel Statler. The program will be in charge of a committee consisting of H. A. Fountain, Treasurer, Ohio Public Service

Company, W. T. Clithero, Budget Director, Armour and Company, H. G. Perkins, Industrial Engineer, Chrysler Corporation, H. B. Coes, Vice President and General Manager, Belden Manufacturing Company, Sterling B. Cramer, Vice President, Illinois Merchants Trust Company, W. F. Woodbury, Comptroller, The Wahl Company, R. B. Keller, Assistant Treasurer, International Harvester Company, and James O. McKinsey, Chairman.

The program is being prepared out of the questions submitted to the committee by the budget officers of a large number of companies and is being designed to help solve the difficulties with budgeting which company executives have met.

Some of these questions are:

Should expenses be budgeted as a fixed amount on the basis of the definite predetermined volume of business, or should they be budgeted on a per unit of output basis?

How can provision be made for a change in the budget for some unforeseen contingency?

Is it common practice to change all the records in comparison, or is the original allowed to stand with some explanation?

What is the best method of adjusting budget figures to rapidly fluctuating conditions where past performance records are not likely to be more than indicative?

Should sales budgets be used as incentives?

To what extent is statistical evidence, other than the comparison of one month's sales with the sales of the preceding month or with the same month of a previous year, used in making the sales estimate?

What is the attitude of sales managers towards the adjustment of sales estimate by statistical methods, particularly when the sales department does not maintain its own statistical service?

How can the budget be prepared so that the real operating men on the firing line as far down as possible will be brought into the picture and their responsibility fixed?

There will probably be group meetings for financial, office, marketing, and production executives for the discussion of their divisional budget problems in the latter part of the afternoon.

The program on Wednesday, October 13th will include the following topics:

Lessons for Business from the Organization of the General Staff of the Army. Report of a Committee on Industrial Lessons from Army Procedure, Arthur H. Young, Industrial Relations Counselors, *Chairman*.

Handling Employment in a Period of Declining Business, by Katharine Huey, Employment Department, Kodak Park Works, Eastman Kodak Company.

Pre-Retirement Disposition of Older Employees, by Bennet F. Schaufler, Employment Manager, Philadelphia Rapid Transit Company.

Organization Manuals and Charts—subject to be assigned.

### **Sales Executives' Conference**

The Sales Executives' Division will also hold a one day conference at the Hotel Statler, Cleveland on October 11th. The topics will be "Trends in Methods of Distribution" with papers on such methods as:

1. Selling Direct to the Consumer by Canvass.
2. Mail Order Selling.
3. Selling Direct to the Retailer.
4. Selling Through the Jobber.
5. Industrial Selling.
6. Selling Through a Company's Own Retail Stores.

The papers will cover the method of selling, the reasons for the method, the selling requirements of the method.

### **Brussels Accounting Congress**

The fifth International Congress of Accounting will be held in Brussels, Belgium, on July 2, 3, and 4, 1926. The work is divided

into four sections, general accounting and the rational organization of office work being the two main fields for discussion.

A permanent International Bureau of Accounting is contemplated. The Secretary-General is G. Denhaene, rue des Croisades, 17 Brussels.

### **Congress of American Industry**

A Congress of American Industry will be held in Philadelphia, September 7th to September 24th. On each day there will be two sessions, morning and afternoon. Among the topics for discussion are:

Sept. 17 The Distributor.

Sept. 21 Industrial Associations

The Employee, His Responsibilities

Sept. 22 The Employer, His Responsibilities  
Labor

Sept. 23 Industrial Management

Business Ethics

Sept. 24 Human Relationships

The Future

The Chairman of the Congress is Ernest T. Trigg, President, John Lucas & Co., Inc., and Chairman, Industrial Relations Committee, Philadelphia Chamber of Commerce.

### **Possible Papers**

It is always advantageous for the Association to have on hand the names of individuals who are able and willing to give papers on a particular topic or would be willing to discuss a paper given by some other member of the Association.

It would be greatly appreciated, therefore, if members would cast modesty to the winds and write W. J. Donald, Managing Director, at 20 Vesey Street, setting forth topics on which they would be willing to give a paper giving their methods and experiences in solving any management problems. The Association would very much like to have a file of names of persons willing and able to discuss any or all management topics.





# Office Literature

- ☐ Training Office Employees..... 1.25  
By H. M. Jefferson, Manager, Personnel  
Dept., Federal Reserve Bank of N. Y.  
Earl B. Morgan, Manager, Employ-  
ment and Service, Curtis Pub. Co.  
Ethel Scholfield, Filing Expert
- ☐ Standardization of Office Equipment .75  
By John Barnaby, Office Equipment  
Specialist
- ☐ Supervision..... .75  
By Howard Lee Davis, Director, Techni-  
cal Employment and Training, New  
York Telephone Company
- ☐ The Control of Output in Offices... .75  
By Wallace Clark, Consulting Manage-  
ment Engineer
- ☐ The Field of Office Management..... .50  
By M. B. Folsom, Assistant to President,  
Eastman Kodak Company
- ☐ Tests for Stenographers (1924)..... .50  
By Bennett Schauflior, Employment  
Manager; Philadelphia Rapid Transit  
Company

The above reports which include the pro-  
ceedings of the December 1924 Office Executives'  
Conference, are available to non-members at the  
above prices.

**20% Discount to Individual Members**

**50% Discount to Company Members**

**AMERICAN MANAGEMENT ASSOCIATION**

20 Vesey Street

New York, N. Y.

Please send me your Office Literature as  
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# Annual Convention Series

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| <input type="checkbox"/> | "Army and Corporate Organization Compared," .....                          | .75  |
|                          | By Col. R. I. Rees, paper with discussion                                  |      |
| <input type="checkbox"/> | "A Health Supervision Manual," ....  | 1.00 |
|                          | By Dr. R. S. Quinby, paper with discussion                                 |      |
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|                          | By Sterling Patterson, paper with discussion                               |      |
| <input type="checkbox"/> | "Placing and Introducing Employees," .....                                 | .75  |
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|                          | By John Mills, paper with discussion                                       |      |
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|                          | Committee Report with group discussion of "Factory and Office Lunch Rooms" |      |
| <input type="checkbox"/> | "The Psychology of Job Analysis," ..                                       | .75  |
|                          | By R. S. Uhrbrock, paper with discussion                                   |      |
| <input type="checkbox"/> | "The Economist as an Aid to Management," .....                             | .75  |
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